

CHAPTER 4

RESEARCH RESULTS

4.0 SUMMARY STATISTICS OF SAMPLES

The total sample size taken in this study is 42 employees which is summarized as follows:

Table 1: Summary Statistics of Samples

Characteristics	Size	%
Sex		
- Male	29	69.05
- Female	13	30.95
Age		
- Below 30	9	21.43
- 30 to 39	13	30.95
- 40 and above	20	47.62
Marital Status		
- Single	6	14.29
- Married with children	33	78.57
- Married without children	2	4.76
- Widowed/Divorce	1	2.38
Race		
- Malay	26	61.90
- Chinese	10	23.81
- Indian	6	14.29
- Others	-	-
Education		
- SPM	8	19.05
- STPM/Diploma	29	69.05
- Degree/Professional	5	11.90

From the total of 42 samples chosen for this research, 69.05% were male employees and 30.95% were female employees. Approximately 21.43% of the total employees were below 30 years old, 30.95% were between the age 30 to 39 years old and the balance of 47.62% were above 40 years old.

From the figures in the age group, majority (78.57%) of the employees in SHCFMSB were above 30 years old.

In the sample size that was chosen, 78.57% of them were married with children whereas 4.76% of them were married but without children, 2.38% were widowed and only 14.29% of them who were still single. In terms of education background, majority of them 69.05% obtained at least Diploma, 19.05% of them have secondary education only and 11.90% of them obtain education level up until Degree/Professional level. Majority of the employees were Malays 61.90%, where most of them were from Property Maintenance Department, only 23.81% of them were Chinese and the rest were Indians (14.29%).

4.1 ANALYSIS OF MEASURES

Basically, there are 6 types of diagnostic that will be conducted in this study, which are as follows:

1. Nonverbal communication (Kinesics) diagnostic;
2. Barriers to cross-cultural communication diagnostic;
3. Semantic difficulties diagnostic;
4. Structural dysfunctions diagnostic;
5. Personal variable differences diagnostic; and
6. Leadership theories and styles diagnostic.

4.1.1 ANALYSIS OF MEASURES FOR NONVERBAL COMMUNICATION DIAGNOSTIC

Table 2: Frequency Analysis for Nonverbal Communication Diagnostic

Scale Variable	Mean	1 Completely Absent	2 Absent	3 Slightly Absent	4 Neutral	5 Slightly Present	6 Present	7 Norm
V1 Nonverbal Communication	3.22	-	26.19%	36.90%	23.81%	12.50%	0.60%	-
1. Body Language								
- Body motion	3.31	-	7.14%	59.52%	28.57%	4.76%	-	-
- Facial expressions	3.34	-	19.05%	33.33%	30.95%	16.67%	-	-
2. Paralinguistic								
- Tone of Voice	3.12	-	40.48%	26.19%	16.67%	14.29%	2.38%	-
- Pacing and Pitch	3.10	-	38.10%	28.57%	19.05%	14.29%	-	-

1. Body Language

The mean score obtained for body motion and facial expression is 3.31 and 3.34 respectively which is below the normal mean score of 4.0. Approximately 66.66% of the respondents' body motion and 52.38% of respondents' facial expressions has caused a slight absence of conflict in the daily functioning of SHCFMSB. Only 4.76% of the respondents' body motion and 16.67% of the respondents' facial expressions has caused slight presence of conflict in SHCFMSB.

In general, conflict attributed to body motion and facial expression is slightly absent in SHCFMSB. The Malay colleagues seldom use facial expression as compared to the Chinese colleagues. Malay colleagues who are majority in SHCFMSB are easier going. Feelings of frustration and work pressure are usually expressed through their faces, like frowning are usually found among the department heads. This is when they talk less and prefers to be alone. Colleagues who are aware of the situation will try to avoid confronting them, which eventually lead to less chances of argument.

In this case, it is clearly shown that there is a tendency of colleagues being able to control their body language to a certain extent so as not to cause any misunderstanding or argument to arise during communication. However, by controlling too much of body language like covering up their frustration or dissatisfaction through smile might not be a healthy action to the daily functioning of SHCFMSB. Therefore, in order for SHCFMSB to function normally and obtain growth in the coming years, there is a need to move the mean score to 4 so that conflict attributed to body language becomes a normal functioning for the organisation. Training in terms of the usage and understanding of body language might be able to help employees in SHCFMSB to interpret their own and others' body language better and most importantly understand different kinds of body language and the meaning that it carries.

2. Paralinguistic

The mean score obtained for tone of voice and pacing and pitch is 3.12 and 3.10 respectively where both are also below the normal mean score of 4.0. Approximately 66.67% of the respondents' tone of voice and pacing and pitch has caused slight absence of conflict in the daily functioning of SHCFMSB. Only 16.67% of the respondents' tone of voice and 14.29% of the respondents' pacing and pitch has caused slight presence of conflict in SHCFMSB.

This would mean that conflict attributed to tone of voice and pacing and pitch is slightly absent in the functioning of SHCFMSB. In SHCFMSB, the Senior Vice President who is heading the company believes in gaining respect from her subordinates rather than using power to gain conformity. Most of the team members are able to control their tone and pace during conversation relatively well. Still the Malay and Indian employees are those that tend to communicate less as compared to the Chinese employees. Relationship among the employees in SHCFMSB is relatively good. Frequent interactions are seen among the Malay and Chinese employees. Being able

to control their paralinguistic, it has helped the team members in SHCFMSB to work in harmony most of the time.

However, there is still a need to move the mean score of the tone of voice and pacing and pitch to 4.0 so that conflict attributed to paralinguistic becomes a normal functioning to SHCFMSB. Training towards voice control and how to master their communication skills would help improve employees' communication skills.

4.1.2 ANALYSIS OF MEASURES FOR BARRIERS TO CROSS-CULTURAL COMMUNICATION DIAGNOSTIC

Table 3: Frequency of analysis for barriers to cross-cultural communication

Scale Variable	Mean	1 Completely Absent	2 Absent	3 Slightly Absent	4 Neutral	5 Slightly Present	6 Present	7 Norm
V2 Barriers to cross-cultural communication	3.80		22.62%	14.88%	29.17%	26.79%	6.55%	-
1 Semantics	4.62	-	2.38%	16.67%	9.52%	59.52%	11.90%	-
2 Word connotations	3.55	-	23.81%	11.90%	50%	14.29%	-	-
3 Tone differences	3.12	-	40.48%	26.19%	16.67%	14.29%	2.38%	-
4 Perception differences	3.90	-	23.81%	4.76%	40.48%	19.05%	11.90%	-

1. Semantic

The mean score obtained for semantics is 4.62, which is above the normal mean score of 4.0. About 71.42% of the respondents' semantic barrier has caused conflict to be present in the daily functioning of SHCFMSB.

Only 19.05% of the respondents' semantic barrier has caused slight absence of conflict in SHCFMSB.

Majority of the team members in SHCFMSB comes from two races, Malay and Chinese. In addition, majority of the employees in SHCFMSB are operation staffs where they have much lower education as compared to the executive level staff. As such, they do face slight semantic difficulties during their communication with other colleagues. Two parties communicating may need some time to get used to each other or understand the way the other party talk.

In view of the above, in order to minimize conflict attributed by semantic barriers, there is a need to move the score to 4.0. This can be achieved through frequent interaction among team members. Interaction between management and operation staffs can actually help to reduce communication barriers. It is through the frequent interaction, where each team member begins to understand their colleagues better which will indirectly help to reduce semantic barriers during communication.

2. Word Connotation

The mean score obtained for word connotation is 3.55, which is below the normal mean score of 4.0. 35.71% of the respondents' word connotation barrier has resulted in the slight absence of conflict in the daily functioning of SHCFMSB. Whereas, 50% of the respondents' word connotation has caused conflict to become normal functioning of SHCFMSB.

Due to the two different races, somehow or rather there is a tendency for Malays to communicate in their own mother tongue when confronting the Malay colleagues and the Chinese communicating in their own language when talking with their Chinese colleagues. However, when it comes to two different races communicating, usually they will speak in English or Bahasa Melayu. As for communicating with the Indian colleagues, Bahasa Melayu is

used. This actually helps to reduce misinterpretation and ease communication among these three races.

However, there is still a need to jazz-up and improve the understanding of the usage of word when team members are communicating. This is especially true when communicating with the operation staffs or those from the different races. To improve, understanding of colleague's way of communicating and usage of words will help them understand each other better.

3. Tone Differences

The mean score for tone differences is 3.12, which is below the normal mean score of 4.0. About 66.64% of the respondents' tone differences have resulted in the slight absence of conflict in the organization. Generally there are times where the managers voiced their dissatisfaction by raising their voices. Among the executive level colleagues and below, not much of losing control of their tone of voice. However, managers are aware of the situation and they are trying their best to be in control of their vocal especially when under pressure. Usually when one party raises his/her voice, the others will try to tone down to reduce the tense situation. In general, losing control of tone is seldom seen in SHCFMSB, which actually reduces the chances of conflict arising. However, it does not mean that by not losing control of voice, organisation functioning will be improved. There is always room for voicing dissatisfaction by raising voices so that the message can be sent out loud and clear.

There is still a need to improve in the area of controlling an individual's vocal so that team members are able to sent out the correct message to the party that is listening through their proper control of vocal. Voice training is needed and this kind of training can tie in together with the communication skills training.

4. Perception Differences

The mean score obtained for perception differences is 3.90, which is below the normal mean score of 4.0. This is interpreted as conflict attributed to perception differences is slightly absent in the functioning of SHCFMSB. Due to the long establishment of the Group and the managers who are with the Group for more than 5 years, they are able to identify with the top management expectation of them. As for other staffs that are relatively new to the Group, they are still in the process of trying to fit into the Group's culture. As a result, they do perceive things differently from those who have been with the Group for quite some time. Employees will try to adhere as closely as possible to the standard rules that have been set. Only when they encounter problems during their work when following the standard rules, they will voiced it out to their immediate superior who will then discuss with them on the problem.

4.1.3 ANALYSIS OF MEASURES FOR SEMANTIC DIFFICULTIES DIAGNOSTIC

Table 4: Frequency of analysis for semantic difficulties

Scale Variable	Mean	1 Completely Absent	2 Absent	3 Slightly Absent	4 Neutral	5 Slightly Present	6 Present	7 Norm
V3 Semantic difficulties	3.78	-	15.87%	22.22%	33.33%	23.81%	4.76%	-
1 Filtering	3.64	-	19.05%	33.33%	21.43%	16.67%	9.52%	-
2 Defensiveness apprehensions	3.40	-	35.71%	16.67%	28.57%	9.52%	9.52%	-
3 Language	4.52	-	2.38%	4.76%	30.95%	61.90%	-	-
4 Selective perception	3.69	-	14.29%	42.86%	7.14%	30.95%	4.76%	-
5 Information overload	3.45	-	23.81%	28.57%	30.95%	11.90%	4.76%	-
6 Channels chosen	3.95	-	-	7.14%	80.95%	11.90%	-	-

1. Filtering

The mean score for filtering is 3.64, which is below the normal mean score of 4.0. SHCFMSB is a subsidiary of a company, which is family owned and have more than 60 years of business operation in Malaysia. As such, the top management practices very conservative management style where they want to be in control. Filtering is often practiced by those who has been with the group for some years, which in the case of the team members in SHCFMSB, the top three managers who has been with the Group more than 5 years. However over the years as business expanded and with the younger generation joining the Group, things are becoming more flexible and relax.

Top management begins to start delegating more authority to their subordinates to run the operation.

As usual, the operation staffs are more simple minded and they are just focusing on carrying out their job whereas the top management are the one doing the planning which involves a lot filtering before decisions are made. From the scores obtained above, 52.38% of the respondents that practices filtering have resulted in the slight absence of conflict in the organisation. Only 26.19% respondents that practices filtering has resulted in the presence of conflict in the organisation.

Therefore, intervention is needed to improve the employees' skills in filtering information. Listening and information processing skills can help employees to listen effectively and process information that is received accurately so as to minimize distortion of information as a result of filtering.

2. Defensiveness Apprehension

The mean score for defensiveness apprehension is 3.4, which is below the normal mean score of 4.0. Since the current Senior Vice President took over SHCFMSB, her emphasis on teamwork among her team members has brought some changes to the new working environment. About 52.38% of the respondents' defensiveness apprehension has resulted in slight absence of conflict in the organisation. This is more applicable to the new employees who have joint the organisation not long ago. Gradually, team members are beginning to learn to understand their colleagues' responsibility better, which lead to a better working environment. Employees are also becoming more relaxed when dealing with other departments and more cooperation is seen in the daily operation of SHCFMSB. So far, in SHCFMSB culture, team members (Malays, Chinese and Indians) are able to work together relatively well.

Conflict is needed as a normal functioning of an organisation. Therefore, there is still a need to move the score to 4.0 so that respondents' defensiveness apprehension that resulted in the presence or absence of conflict is not too excessive in the organisation. Defensiveness apprehension can be improved through more understanding of different functioning of the various departments in the whole Group. By understanding the objectives of each departments and their area of emphasis and how it is related.

3. Language

The mean score for language is 4.52, which is above the normal mean score of 4.0. About 92.85% of respondents usage of language has causes existence of conflict in the organisation. This might be due to the operation staffs that have lower education and the less proficiency in using a certain language. There is also a tendency of Malays talking to their Malay colleagues in Bahasa Melayu, Indians talking to their Indian colleagues in Tamil and Chinese talking to their Chinese colleagues in Cantonese or Mandarin. It is only when two different races meet and communicate where English or Bahasa Melayu is used during communication. In general, when dealing with operation staffs, Bahasa Melayu is used. Usage of language can be improved through training however it would be difficult to get operation staffs like gardeners, wiremen and technicians to go for language courses.

Therefore the more practical way is to vary the usage of language when dealing with others, who are at the lower ranking like the gardeners and office boy. Once in a while there might be technical issues, which other colleagues find difficulty in understanding when dealing with Maintenance staff. However, through their frequent dealings with Maintenance Department, this technical language barrier can be reduced.

4. Selective Perception

The mean score for selective perception is 3.69, which is below the normal mean score of 4.0. In SHCFMSB, management level has a tendency of wanting to be in full control on things. Managers in SHCFMSB who have been working with the Group for quite a number of years has indirectly made them a tendency to only want to hear what they feel is right. As a result, there are times where misunderstanding arises among team members. They prefer people to go along with them as they are too used to the way things are done in the Group. Executive level staffs that are mostly new in the organisation, at times find it hard to adapt to the organisation culture. Absence of conflict as a result of selective perception usage is mostly found among executives and the operation staffs. They are more simple minded and they are more easy in accepting comments and ideas.

However, there is still a need to improve in the usage of selective perception especially among the executives and reduce the usage of selective perception among the managers so that the overall conflict level is achieved at the normal level in the organisation. Understanding of colleagues with regards to their background and beliefs help to improve the usage of selective perception. If an employee understands his/her colleague's background, they may be more sensitive towards their concern when communicating with them. This will help to improve communication among employees.

5. Information Overload

The mean score for information overload is 3.45, which is lower than the normal mean score of 4.0. Only 16.66% of the respondents' way of providing information has caused the existence of conflict in SHCFMSB. As quite a number of employees are relatively new in the organisation, new colleagues do not go into detail on issues discussed. Usually the managers are the one that provide all the information and conduct briefing session to enlighten new team members' doubt. In SHCFMSB, only a handful of them

that likes to brief their colleagues in detail. However, others have a tendency of providing just sufficient information to their colleagues. There is a tendency of assuming that their colleagues know how to perform the task that is assigned to them. Whereas for operation staffs like gardeners, painters, wiremen and even technicians, they will carry out their work according to the Service Order that is generated. Therefore, the operation staffs would just follow whatever that is stated in the Service Order form.

Too much information and too little information may lead to conflict, therefore in the case of SHCFMSB, the intervention needed is to improve in the way information is provided to maintain the conflict in the organisation at the normal level. A clear and organized organisation structure may actual help to smoothen the flow of information from top management to operation staffs. This will actually help to reduce overload and underload of information.

6. Channels chosen

The mean score for channels chosen is 3.90, which is close to the normal mean score of 4.0. Face to face interaction or phone is the most commonly used communication channel in their daily dealings. Usually the team member's find is easier to communicate face-to-face or using phone. Emails are used as well but usually when some information needs to be disseminated to a few people or when the information needs to be put in black and white. Generally, team members are able to vary the different usage of communication channels to suit the occasion. For operation staffs, they will only use face to face or walkie talkie when communicating. This is due to their nature of work where they are always outside or in the workshop.

4.1.4 ANALYSIS OF MEASURES FOR STRUCTURAL DYSFUNCTIONS DIAGNOSTIC

Table 5: Frequency of analysis for structural dysfunctions

Scale Variable	Mean	1 Completely Absent	2 Absent	3 Slightly Absent	4 Neutral	5 Slightly Present	6 Present	7 Norm
V4 Structural dysfunctions	3.56	-	21.67%	39.45%	10.71%	13.29%	14.88%	-
1 Stressful leadership styles	3.27	-	9.09%	72.73%	-	18.18%	-	-
2 Roles diversity	2.60	-	80.95%	-	-	16.67%	2.38%	-
3 Member goal diversity	3.88	-	4.76%	50%	2.38%	38.1%	4.76%	-
4 Member goal incompatibility	3.36	-	4.76%	71.43%	14.29%	2.38%	7.14%	-
5 Jurisdictional ambiguities	2.79	-	66.67%	9.52%	7.14%	11.90%	4.76%	-
6 Size	3.29	-	2.38%	69.05%	26.19%	2.38%	-	-
7 Reward systems ambiguities	6.0	-	-	-	-	-	100%	-
8 Degree of dependence between groups	3.29	-	4.76%	42.86%	35.71%	16.67%	-	-

1. Stressful Leadership Style

The mean score obtained for stressful leadership style is 3.27, which is below the normal mean score of 4.0. Generally, leaders in SHCFMSB are quite friendly and approachable. As such 81.82% of the leaders' style have resulted in the slight absence of conflict in SHCFMSB. The Senior Vice

President practices the open door policy where she encourages team members to approach their superior when the need arises. Sometimes subordinates tend to take advantage of their friendliness.

2. Roles Diversity

The mean score obtained for roles diversity is 2.60, which is below the normal mean score of 4.0. Majority of the employees in SHCFMSB consists of operation staffs whereby most of them have specific roles to play in the organisation. They are quite specialized in their area of work. For example, operation staffs like gardeners, chargemans will just focus in doing gardening and the latter building's operation. Seldom are they required to perform roles that differ from their daily task. 80.95% of the employees' roles have resulted in the absence of conflict. Whereas the balance of 19.05% of the employees who are executives and managers do have various roles to play. For instance, these executives are involved in customer service and also in the company's sports club. There are some who are involved in various departments' function when they are required. As such, it sometimes does caused conflict to arise.

There has to be a certain level of flexibility in the roles that is required to be performed by the employees. This will come in handy when there is shortage of staffs. As such, by understanding how the various departments in SHCFMSB function, it will help employees settle down better when they are needed to perform task that differs from the norm. This can be achieved through cross exposure training.

3. Member Goal Diversity

The mean score for member goal diversity is 3.88, which is slightly below the normal mean score of 4.0. It is quite usual to see Chinese company being very thrifty in their business operation. It is also the culture of the organisation to save in whatever areas they can. As such, managers in

SHCFMSB are very conscientious and detailed in their daily work. On the other hand, other colleagues are more eager to finish their work and please customers. So, as a result there is a slight presence of diverse in terms of team members' goal, which may causes conflict to arise once in a while. However, operation staffs does not have much say and usually they have to do according to what has been instructed, therefore although there is diversity in the employees' goal, conflict is not really present in the organisation. Usually member goal diversity result to conflict is found among the executives with the managers, that is 42.86%.

The scores that are below 4.0, we need to jazz-up to 4 and for scores that are above 4.0, we need to move it down to 4.0. Understanding of organisation goals, what are the expectation of each employees' roles and how their roles affect the function of the organisation will help to reduce goals diversity among the employees.

4. Member Goal Incompatibility

The mean score for member goal incompatibility is 3.36 which is below the normal mean score level of 4.0. Although employees have differences in work goals with their managers, they do not have much say in work related matters. Policies and procedures are set for them to follow. At the end of the day, organisation's objectives needs to be met as employees has to follow instructions as given to them.

Once again, understanding of organisation goals, what is the expectation of each employee's roles and how their roles affect the function of the organisation will help to improve work related goals among the employees.

5. Jurisdictional Ambiguities

The mean score for jurisdictional ambiguities is 2.79, which is way below the normal mean score of 4.0. Majority of the employees in SHCFMSB consists of operation staffs whereby most of them have specific roles to play in the organisation. They are quite specialized in their area of work. Besides, every employee in SHCFMSB has their own portfolio, which is clearly written down in their Job Description. At times when there are insufficient staffs, there is doubling up of work for a few employees, which sometimes the employees also find it heavy. In addition, it's the company's culture to organize ad hoc activities, which requires involvement and coordination from all levels of employees. There is also a tendency of the Chinese employees being more calculative as compared to the Malay and Indian employees when it comes to having to work during weekends.

Improving employee's motivation can actually help improve the commitment level of employees to the organisation. Once employees are motivated to work, they are more willing to work extra and take up additional task when their services are required. Cross exposure training with other departments can also help to enlighten how other departments' function.

6. Size

The mean score for size is 3.29, which is below the normal mean score of 4.0. There is a tendency of the company to employ Chinese employees, as they prefer Chinese colleagues, as they feel more comfortable dealing with them. However, for operation staffs, it is usually taken up by Malays and Indians who are more known for their endurance. Relatively, the team is still quite small as there are still vacancies to be filled up. Thus far, they are still operating effectively as it is still under control. Meetings are usually held in small groups, that is between the managers and then instruction is given to their subordinates to carry out their job. It is noticed that during briefing or meeting, usually the one heading the briefing or meeting does all the talking

and the other just listen. There is lack of contribution of ideas from colleagues. That is one of the reasons why conflict attributed to size is absent in the organisation.

To move the mean scores up to 4.0, the managers needs to conduct more brainstorming session to cultivate among the employees to express their opinions during meetings. It is through new ideas from new set of employees where the organisation is able to grow.

7. Reward System Ambiguities

The mean score for reward system ambiguities is 6.0, which is high above the normal mean score of 4.0. This would mean that conflict attributed to reward system ambiguities is present in SHCFMSB. As the Group is a family run business and furthermore family members run the Human Resource Division, there is a tight control when it comes to employees' remuneration. Reward systems procedures are not disseminated to department heads. So very few people are aware of how the reward systems work. Managers find it very hard to reward their staffs although they have performed well. The power of reward is with the head of Human Resources Division. Due to the above culture practice, there is always a high turnover of staffs especially among the Chinese employees who are not very satisfied with their remuneration scheme. For the Malay and Indian employees, they are more easier to satisfy and more faithful to the company.

A revamp in the reward system could actually help to increase employee's motivation and commitment to the organisation. Employees need to know how the reward structure of the organisation and how they will be rewarded.

8. Degree of Dependence Between Groups

The mean score for degree of dependence between groups is 3.29, which is below the normal mean score of 4.0. About 47.62% of the respondents' work that is dependent between groups has resulted in conflict to be slightly absent in the organisation. The nature of operation in SHCFMSB requires Property Maintenance, Property Marketing and Property Administration department to work closely with each other. As a result of high dependent between these three departments, a job that is not done properly in one department may lead to other departments being affected. For instance, maintenance issues that are not properly done may lead to Property Marketing receiving complaint from customers. Thus far, there is a very close working relationship between these three departments.

4.1.5 ANALYSIS OF MEASURES FOR PERSONAL VARIABLE DIFFERENCES DIAGNOSTIC

Table 6 : Frequency of analysis for personal variables

Scale	Variable	Mean	1 Completely Absent	2 Absent	3 Slightly Absent	4 Neutral	5 Slightly Present	6 Present	7 Norm
V5 Personal Variable differences		3.75	-	4.29%	31.43%	47.86%	15.39%	1.03%	-
1.	Differing individual value systems	3.93	-	-	4.76%	83.33%	11.90%	-	-
2.	Personality types	3.77	-	4.29%	38.57%	34.76%	20.95%	1.43%	-
3.	Psychographics	3.55	-	2.38%	52.38%	35.71%	7.14%	2.38%	-
4.	Theological practices	3.90	-	2.38%	11.90%	78.57%	7.14%	-	-
5.	Physical characteristics	3.93	-	7.14%	7.14%	73.81%	9.52%	2.38%	-
6.	Mental & philosophical characteristics	4.14	-	4.76%	11.90%	47.62%	35.71%	-	-

SITI MALAYA

1. Differing Individual Value System

The mean score for differing individual value system is 3.93, which is slightly below the normal mean score of 4.0. The two major races working in SHCFMSB do have different value systems. Most of their emphasis is on earning a living, so most of them have their own stand on certain work issues – some are very committed whereas some only wants to work until 5.30pm. Those that are committed are the managers themselves. However, when the situation arises, most of the employees are able to come together and work

as a team. Even there are differences in value system among these three races of employees in SHCFMSB, they are able to put aside their differences in value system to work towards achieving the organisation's objective.

2. Personality Types

The mean score for personality types is 3.77, which is below the normal mean score of 4.0. 42.86% of conflict attributed to personality is slightly absent in SHCFMSB. Employees come from different background and have different characteristics. Generally, they are able to adapt to each other's styles when it comes to work. Some are outspoken, some are hardworking and some are very socialable. For example, the Chinese employees are more outgoing and they are usually seen in company's function whereas the Malay and Indian employees are not so socialable. The managers are very sensitive to this area and they try to use different approaches when dealing and communicating with them.

Although personality is hard to change, team building is an approach where it can be used to improve teamwork among team members and also enhance interpersonal relation. Improvement in interpersonal relation helps to team members to understand each other's personality and it helps to ease interaction with those of different personality.

3. Psychographics

The mean score for psychographics is 3.55, which is below the normal mean score of 4.0. About 54.76% of conflict attributed to psychographics is slight absent in SHCFMSB. Most of the employees have different lifestyles. As most of them are already married, family commitment does not allow them to socialize so much with other colleagues. In SHCFMSB, the Malay and Indian employees tend to leave for home after finishing their work whereas the Chinese employees like to get together after work for drinks. Those that

get together are the managers and once in a while they include their subordinates as well. However, the staffs prefer not to join the manager after work, as they feel restricted during communication.

More frequent get together through games and outing may help to managers to understand their subordinates better and eventually improve in their relation with them.

4. Theological Practices

The mean score for theoretical practices is 3.90, which is slightly below the normal mean score of 4.0. The top management of the Group are very superstitious, where they perform prayers according to the various Chinese customs. However other employees who do not practice the similar rituals, they need not participate. Even other races also helped out in preparing for prayer to be performed by the top management. Thus far, other employees of different religion are not offended by the management's superstitious practices. These practices have already become part of the Group's culture where most of the employees are already use to this kind of practices.

5. Physical Characteristics

The mean score for physical characteristics is 3.93, which is slightly below the normal mean score of 4.0. 73.81% of conflict attributed to physical characteristic functions normally in SHCFMSB. In choosing the staff to hold a certain position, the physical appearance of the staff is taken into account as well. For instance, in the Maintenance department, the Maintenance executive is male and relatively fit. For operation works, the organisation also tends to employ Malays and Indians who they perceive to be more endurable as compared to Chinese who prefers to work in the office. Approximately 76% of the total staff strength in SHCFMSB is dominated by Malays and Indians.

Other administrative jobs are usually held by women who are more suitable for administrative task.

6. Mental and Philosophical Characteristics

The mean score for mental and philosophical characteristics is 4.14, which is above the normal mean score of 4.0. Certain mental characteristics are needed for certain positions available in SHCFMSB. The management's level of expectation of an executive is relatively high. The executive needs to be a fast learner and a team player as well. About 35.71% of conflict attributed to mental and philosophical characteristics is found to be present in the organisation. This is because executives feel that the management are asking too much of them whereas the managers feel that it is what is expected of executives.

4.1.6 ANALYSIS OF MEASURES FOR LEADERSHIP THEORIES AND STYLES DIAGNOSTIC

Table 7: Frequency of analysis for leadership theories and styles

Scale	Variable	Mean	1 Very Low Emphasis	2 Low Emphasis	3 Slightly Low Emphasis	4 Neutral	5 Slightly High Emphasis	6 High Emphasis	7 Very High Emphasis
V6 Leadership Theory		4.22	-	4.55%	15.80%	34.86%	36.81%	5.11%	-
	1. Leadership Trait Theory	4.35	-	3.03%	13.64%	28.79%	54.55%	-	-
	a. Ambition and energy	3.82	-	9.09%	36.36%	18.18%	36.36%	-	-
	b. Honesty and integrity	3.91	-	-	-	18.18%	81.82%	-	-
	c. Intelligence	4.82	-	-	-	54.55%	45.45%	-	-
	d. Desire to lead	4.55	-	9.09%	27.27%	27.27%	36.36%	-	-
	e. Self-confidence	4.45	-	-	9.09%	27.27%	63.64%	-	-
	f. Job-relevant knowledge	4.45	-	-	9.09%	27.27%	63.64%	-	-
	2. Leadership Behavioural Theory	4.39	-	4.55%	6.82%	38.64%	45.45%	4.55%	-
	<u>Ohio State</u>	4.27	-	-	9.09%	54.55%	36.36%	-	-
	a. Initiating Structure	4.64	-	-	9.09%	18.18%	72.73%	-	-
	b. Consideration								

<u>University of Michigan</u>	Mean	1 Very Low Emphasis	2 Low Emphasis	3 Slightly Low Emphasis	4 Neutral	5 Slightly High Emphasis	6 High Emphasis	7 Very High Emphasis
a. Employee-Orientation	4.36	-	9.09%	9.09%	36.36%	27.27%	18.18%	-
b. Production-Orientation	4.27	-	9.09%	-	45.45%	45.45%	-	-
3. Development – Oriented Leadership	3.87		6.06%	33.33%	30.3%	30.3%	-	-
a. Generating experiments	3.82	-	-	54.55%	18.18%	27.27%	-	-
b. Promoting change	4.0	-	9.09%	27.27%	18.18%	45.45%	-	-
c. Seeking new ideas	3.78	-	9.09%	18.18%	54.55%	18.18%	-	-
4 Cognitive Resource Theory	4.05	-	7.64%	21.09%	36.73%	27.27%	7.27%	-
a. Communication	5.0	-	-	-	18.18%	63.64%	18.18%	-
b. Plans	4.27	-	-	18.18%	36.36%	45.45%	-	-
c. Decisions	3.82	-	9.09%	18.18%	54.55%	18.18%	-	-
d. Strategies	3.0	-	20%	60%	20%	-	-	-
e. Directive behaviour	4.18	-	9.09%	9.09%	54.55%	9.09%	18.18%	-

	Mean	1 Very Low Emphasis	2 Low Emphasis	3 Slightly Low Emphasis	4 Neutral	5 Slightly High Emphasis	6 High Emphasis	7 Very High Emphasis
5 Situational Leadership Theory	4.11	-	-	31.27%	44.46%	15.19%	9.09%	-
Readiness of Followers	4.0	-	-	17.08%	70.73%	12.2%	-	-
a. Unable and unwilling	-	-	-	-	-	-	-	-
b. Unable and willing	-	-	-	2.44%	-	-	-	-
c. Able and unwilling	-	-	-	2.44%	7.32%	2.44%	-	-
d. Able and willing	-	-	-	12.2%	63.41%	9.76%	-	-
Behaviour of Leaders	4.22	-	-	45.45%	18.18%	18.18%	18.18%	-
a. Clear, specific directions	-	-	-	18.18%	18.18%	-	-	-
b. High task orientation	-	-	-	18.18%	-	18.18%	-	-
c. Support & participation	-	-	-	-	-	-	9.09%	-
d. Let followers perform	-	-	-	9.09%	-	-	9.09%	-

	Mean	1 Very Low Emphasis	2 Low Emphasis	3 Slightly Low Emphasis	4 Neutral	5 Slightly High Emphasis	6 High Emphasis	7 Very High Emphasis
V7 Leadership Styles	3.82	13.64%	9.31%	25%	23.59%	28.47%	-	-
1 Charismatic leaders	3.45	-	12.73%	27.27%	23.63%	36.36%	-	-
a. Vision and articulation	3.45	-	18.18%	27.27%	36.36%	18.18%	-	-
b. Personal risk	3.0	-	27.27%	54.55%	9.09%	9.09%	-	-
c. Sensitivity to environment	3.45	-	18.18%	36.36%	27.27%	18.18%	-	-
d. Sensitivity to followers	4.55	-	-	9.09%	27.27%	63.64%	-	-
e. Unconventional behaviour	4.64	-	-	9.09%	18.18%	72.73%	-	-
2 Transactional leadership	3.91	-	5.56%	41.67%	13.89%	38.89%	-	-
a. Contingent reward	3.0	-	-	100%	-	-	-	-
b. Laissez-faire	4.27	-	-	27.27%	18.18%	54.55%	-	-
c. Management by exception (passive)	3.73	-	18.18%	-	-	81.82%	-	-
d. Management by exception (active)	4.64	-	18.18%	18.18%	36.36%	27.27%	-	-

	Mean	1 Very Low Emphasis	2 Low Emphasis	3 Slightly Low Emphasis	4 Neutral	5 Slightly High Emphasis	6 High Emphasis	7 Very High Emphasis
3 Transformational leadership	4.0	-	6.82%	15.91%	47.73%	29.55%	-	-
a. Charisma	3.82	-	18.18%	9.09%	45.45%	27.27%	-	-
b. Inspiration	4.18	-	9.09%	18.18%	18.18%	54.55%	-	-
c. Intellectual stimulation	4.18	-	-	18.18%	45.45%	36.36%	-	-
d. Individualized consideration	3.82	-	-	18.18%	81.82%	-	-	-
4 Visionary leadership	2.06	54.54%	12.12%	15.15%	9.09%	9.09%	-	-
a. Express the vision	1.91	54.54%	9.09%	27.27%	9.09%	-	-	-
b. Extend the vision	2.0	54.54%	9.09%	18.18%	18.18%	-	-	-
c. Live the vision	2.27	54.54%	18.18%	-	-	27.27%	-	-

1. Leadership Theory

The mean score obtained for the leadership theory is 4.22, which is above the normal mean score of 4.0. This would mean that there is a slight emphasis on application of the various kinds of leadership theory among the team members who are exposed to leading in SHCFMSB. The highest emphasis is on the Leadership Behavioural Theory followed next by Leadership Trait Theory. In the Leadership Behavioural Theory, it can be interpreted that those team members involved in leading are task orientated and also employee orientated. This is very true where the Senior Vice President always stressed the need to understand the subordinates' needs and besides emphasizing on work. As the managers in SHCFMSB prefers to

be in control of the situation, they are the ones that are always initiating assignments to their subordinates and are always monitoring their subordinates' performance. However these leaders are also caring leaders where they try to take care of their subordinates' welfare as much as possible.

The mean score for Leadership Trait Theory is 4.35 which is also above the mean score of 4.0. This would mean that there is emphasis on Leadership Trait Theory by those team members who are leading. 81.82% is on the emphasis of honesty and integrity. The management has always adopted an open door policy. Staffs are free to approach their superior when they encounter problem in their work.

There is a need to reduce and also move up the score 4.0 so as to achieve a balance of practice of leadership theory by the leaders which will result to conflict being functioning as normal in SHCFMSB. Leaders may want to attend some leadership training course to understand the various leadership theories and how they can apply each theory so that there is no over and under emphasis on a certain aspect of Leadership Theory by the leaders.

2. Leadership Styles

The mean score obtained for the leadership styles is 3.82, which is below the normal mean score of 4.0. The lowest emphasis on Leadership Styles is the Visionary Leadership where almost all the leaders have slight emphasis on extending, expressing and living the vision. Only the three top managers that emphasis on vision, whereas the others' emphasis is more towards work.

For Charismatic Leadership style, the mean score obtained is 3.45, which is below the normal mean score of 4.0. Leaders in SHCFMSB are not very charismatic in nature. This may be due to the culture of the organisation where they are conservative rather than aggressive in their business dealing

and approach. Leaders do not like to take risk; they prefer to follow closely to what has been set. New ideas needs long period of time before it is approved. As for sensitivity to the environment, there is also lacking especially the Senior Vice President and Marketing Manager where they have been with the Group for more than 15 years, as a result their thinking are so confine and limited to the Group's business.

There is a need to move up the score 4.0 so as to achieve a balance of practice of leadership styles by the leaders which will result to conflict being functioning as normal in SHCFMSB. Leaders may want to attend some leadership training course to understand the various leadership styles and how they can apply each style so that there is no over and under emphasis on a certain aspect of Leadership Styles by the leaders.

Table 8: Summary of the critical areas identified

Diagnostic/critical areas identified	Mean	Intervention needed
Nonverbal Communication - body language - paralinguistics	3.22	Communication training
Barriers to cross-cultural communication - semantics - word connotation - tone differences	3.80	Employee relation Communication training
Semantic difficulties - filtering - defensiveness apprehensions - language - selective perception - information overload	3.78	Listening skills training Cross exposure training Language training Employee relation Clear organisation structure
Structural dysfunctions - roles diversity - member goal diversity - member goal incompatibility - reward system ambiguities - size - jurisdiction ambiguities	3.56	Cross exposure training Goal setting Reward system restructuring Brainstorming
Personal variable differences - personality - psychographics	3.75	Team building Employee relation
Leadership Theories	3.82	Leadership training
Leadership Styles	4.22	Leadership training